SERVING THE TOTAL FOODSERVICE INDUSTRY

NOVEMBER 28, 1990

RESTAURANTS & INSTITUTIONS

P0616966 (9210) 041/ 00
SRI ACQUISITIONS
CONGRESSIONAL INFO SVC
4520 EAST WEST HWY
BETHESDA MD 20814

Special R&I Preview

THE NEW PROFESSIONAL CHEF COOKBOOK

Professional Chef Holiday Idea: Roast Turkey With Sage And Chestnut Stuffing

HOW TO SUCCESSFULLY HIRE THE DISABLED

FOOD BONUS

Lively Sauces & Seasonings

Canned Food Know-How

More Inside! See Page 2

A CAHNERS PUBLICATION

NOV. 28, 1990

CONTENTS

VOL. 100 NO. 30

R&I EXCLUSIVE: Asparagus mousse from *The New Professional Chef* . . . . Page 34

34 R&I EXCLUSIVE: THE NEW PROFESSIONAL CHEF COOKBOOK

Almost 30 years ago, *R&I*'s editors joined with the Culinary Institute of America to produce *The Professional Chef*, foodservice's first training cookbook, a significant milestone in professionalizing an emerging industry. *R&I* is proud to introduce *The New Professional Chef*, an all-new edition to be published next spring and serialized in *R&I* throughout 1991. We are honored again to be a partner with the CIA in bringing the chef's art, science and skill to our readers. Excerpts and recipes from the book begin in this issue.

68 FOUND: READY AND ABLE LABOR POOL

Of the 18 million adults with disabilities, 12 million are unemployed. Two-thirds of these are ready and able to work, and can be successfully trained to fill an assortment of foodservice jobs, from dishwashing to food prep. *R&I* details operator experiences with disabled workers and presents solutions to some common problems.

83 MENU MARKETING, CONCEPTS AND TRENDS

White Castle, a company that rarely serves up special promotions, puts its arms around little customers. . . . In Denver, Harvest Restaurant and Bakery's menu has doubled snack-bar sales for Rose Medical Center. . . . Trend to watch: restaurant menus in the Yellow Pages.

122 THE NEW GENERATION OF SAUCES

Demands for savory foods with less fat have created a revolution in the sauce pot. Stocks made with vegetables, reductions of juices, and fruit glazes are adding new interest to entrees. Recipes featured are flavorful, uncomplicated and lean.

ABOUT THE COVER

A holiday idea from *The New Professional Chef* cookbook: roast turkey with pan gravy and a stuffing of chestnuts and sage. Fresh sage and cranberries are ornaments. Recipe is on page 144.

VIEWPOINT
"IF YOU COULD SEE WHAT I HEAR" 7

R&I REPORT
INDUSTRY ISSUES; INTERNATIONAL; HUMAN RESOURCES 11
VITAL STATISTICS; THE HILL; R&I DATA: CONSUMER CONFIDENCE 14
OPERATIONS; FOOD SAFETY; EXECUTIVE Q&A: DAVID BLACK 19
LABOR; MARKETING; PEOPLE & PLACES 24
CITY BEAT; RETAIL; EDUCATION 31

R&I EXCLUSIVE
THE NEW PROFESSIONAL CHEF: R&I INTRODUCES NEWEST EDITION 34

PREVIEWS
FROM SAUSAGE TO SUNDAYS: NEW FOODSERVICE BOOKS 64

R&I FOCUS
READY & ABLE: FOODSERVICE TAPS DISABLED LABOR SOURCE 68

MENUS
HOLIDAY HAPPENINGS; CONCEPTS; PROMOTIONS; MARKETING; SPECIAL EVENTS; ADVERTISING 83

TASTE
AMERICA'S MASTER CHEFS 88

DESIGN
LIGHT AND LIVELY DINING AREAS 118

FOOD
NEW GENERATION SAUCES 122

PRODUCT KNOW-HOW
THE CAN-DO TIMES OF CONVENIENCE FOODS 139
CANNED PRODUCTS 145

PRODUCT CATALOG
PRODUCT NEWS, FREE LITERATURE 144

CLASSIFIED ADS
BUYING, SELLING, CHANGING JOBS 153

ACTION EXPRESS
ADVERTISERS INDEX 158
PRODUCT RETRIEVAL 158

READER SERVICE CARD
SEND FOR FREE INFORMATION 159

FOODSERVICE ENERGY NEWS, A SERVICE OF THE AMERICAN GAS ASSOCIATION, FOLLOWS PAGE 100.

LABOR REPORT

Ready & Able

Two-thirds of America's disabled population can't find work. Here's how to tap this labor source for your foodservice operation.

By Jeff Weinstein

Jeff Doiron is a successful foodservice industry employee. After going to school each weekday morning, he heads over to Scott's 205th Street Bar & Grill, Edmonds, Wash., puts on his apron and immediately attends to his duties. He starts the laundry for the day's linens, sorts silverware or carries bus tubs to the dishwasher. At the end of the shift, Jeff hops on the bus and heads home. Sounds pretty basic for a 36-year-old, but Jeff Doiron faces a special challenge each day: He is developmentally disabled. Yet he has become a shining success story in his community.

"I love my job," says Doiron, who has worked at the restaurant, owned by Seattle-based Restaurants Unlimited, for three years. "It is also very important to me to know I can do a good job when I set my mind to it. And I keep on getting better and better at it all the time."

Happily, the foodservice industry can boast many such success stories: The industry is by far the country's largest employer of disabled people. But by no means has foodservice fully tapped the disabled as a solution to the labor shortage. There are more than 18 million adults with disabilities. Of those, more than 12 million are unemployed. Two-thirds of those are ready and able to work—but can't seem to find jobs.

continued on page 72

Johnny McNickle, employed with Marriott since 1981.

LAST IN A SERIES ON LABOR ISSUES

facts

▶ Of the more than 18 million adults with disabilities, at least 12 million are unemployed. Two-thirds of those would like to work but do not.

▶ More than 50% of the country's 250,000 special-education graduates each year remain unemployed after graduation.

▶ With proper support, the average disabled worker stays on the job 4½ years.

▶ Almost 90% of workers with disabilities receive "good" or "excellent" performance ratings from their managers. About 82% of managers say employees with disabilities are no harder to supervise than employees without disabilities.

▶ About 70% of all workplace accommodations for disabled employees cost less than $100, while half cost nothing.

▶ Employees with disabilities are ranked by supervisors higher on safety issues than their nondisabled peers; 85% say employees with disabilities rate average or above on attendance.

▶ A 1985 survey by the National Restaurant Association indicated people with learning disabilities accounted for 50% of foodservice placements, those with a history of treatment for mental illness accounted for 32% and physical disabilites stood at 18%.

▶ The same 1985 NRA survey revealed 29.5% of disabled foodservice employees worked as kitchen helpers, another 27% served food at counters or as waiters, 17.1% were listed as dishwashers, 14% worked in fast-food and full-service chains as cooks' or bakers' helpers, and 12.4% held other maintenance jobs.

DISABLED WORKERS

terms

Developmental disability. Any mental and/or physical disability that has an onset before age 22 and can continue indefinitely. Includes individuals with mental retardation, cerebral palsy, autism, epilepsy, sensory impairments, congenital disabilities, traumatic accidents, or conditions caused by disease (polio, muscular dystrophy).

Disability. Term used for functional limitation that interferes with a person's ability to walk, lift, hear or learn. It refers to a physical, sensory or mental condition.

Handicap. Not a synonym for disability. Describes condition or barrier imposed by society, the environment or one's own self. Handicap can be used when citing laws and situations, but should not be used to describe a disability.

Learning disability. Permanent condition that affects the way individuals with average or above-average intelligence take in, retain and express information. Do not say slow learner, retarded, etc.

Mental disability. The Federal Rehabilitation Act lists four categories under mental disability: psychiatric disability, retardation, learning disability and (physical) head trauma. Use these four terms for specific instances; otherwise, mental disability or cognitive impairment is acceptable.

Nondisabled. Appropriate term for people without disabilities. Normal, able-bodied, healthy or whole are inappropriate.

Source: The Research & Training Center on Independent Living, Bureau of Child Research, University of Kansas, Lawrence.

The amount of bureaucratic red tape involved in hiring disabled workers is minimal.

continued from page 69

About the only drawback in hiring disabled workers is that the task appears more difficult than it is. Many operators resist because of stereotypes associated with the disabled and fear that such workers could compromise a restaurant's service. However, if an operation works with the right agency, makes the proper match of work to worker and trains the disabled employee properly, the chances for success are excellent.

PICK A PARTNER

Large companies with ample human-resources departments might well be able to integrate disabled workers without the help of a special agency. If your company is confident enough to go it alone, you can find disabled employees by making sure all help-wanted ads and recruiting tools encourage people with disabilities to apply. Ads should state the company is an equal opportunity employer, hiring without regard to disabilities.

But the vast majority of foodservice companies will need help placing disabled workers in jobs, and there are hundreds of agencies around the country trained to do just that.

To find an agency:

□ Check with your state's vocational rehabilitation agency for referrals to programs and information on funding and federally sponsored tax incentives for hiring disabled workers. Among the agencies they'll suggest: mental-health centers, Goodwill, cerebral palsy schools and the bureau of services for the visually impaired.

□ Attend career fairs and place job listings with colleges and universities that have programs serving people with disabilities. And remember that once you develop a reputation for aggressively seeking out disabled workers, many agencies will start calling *you*.

Frisch's Restaurants now knows the wisdom of finding an agency partner. "To be honest, no one knew what they were doing when it came to working with disabled employees," says Ron Heineman, vice president of human resources for the Cincinnati-based chain. "We finally decided to humble ourselves and be taught the right way."

From a field of 44 agencies, Frisch's eventually chose eight rehabilitation agencies to work with. During meetings with Frisch's store managers, district managers and operations executives, the agencies showed videos and recalled stories great and not so great to allay managers' fears and hesitations about topics such as safety, customer perception, discipline and performance reviews.

continued on page 74

Operators must stop thinking about disabled workers in terms of what their limitations are and start considering their potential.

DISABLED WORKERS

VOICES

"Realize if I have a disability in a part of my body, it doesn't mean my mind is disabled, too. Listen to what disabled people have to say, including their attitude about why they want to work for you and why they would be an asset." *—Nina Schnadig, switchboard operator, Marriott Lincolnshire (Ill.) Hotel*

"Even when the big bosses come in, they work right alongside of me and help me clean tables. They talk to me. Ask how I'm doing. They show a true interest in me and my job." *—Alberta Hurst, hostess, Frisch's Big Boy restaurants, Cincinnati*

"I get along with everyone at work and the staff makes me feel a part of the team. They ask me if I need help when it gets real busy and I do the same for them. . . . I'm very fast as a dishwasher and we never run out of silverware when I'm around." *—Reggie Reedus, Lettuce Leaf restaurant, St. Louis*

"My job is very important to me because I know I'm real good at what I'm doing. I enjoy my job and I like showing others how to do it, too. My goal is to get my own apartment and become self-sufficient." *—Robert Sander, kitchen utility worker, Marriott Lincolnshire Hotel*

"It's nice to work out in the community instead of a sheltered workshop. And it's an especially nice feeling when I get my paycheck because I realize I have a job and a good job is very important to me." *—Jeff Doiron, Scott's 205th Street Bar & Grill, Edmonds, Wash.*

Matching the disabled employee with the right job is the most important task.

continued from page 72

Frisch's and the agencies set a goal of two successful placements at each of the 112 company-owned stores by 1991. After six months, 85 matches had been made. "We're starting on a small scale to overcome the fears, knock down the barriers and gain confidence in the agencies," says Heineman.

Frisch's Mike Cook, a dishwasher and soup maker with mild Down's syndrome, says, "I like the restaurant because there are lots of friendly people around. My co-workers are nice and make me feel like part of the team. That makes me feel real good."

MATCHING WORKERS WITH WORK

After selecting an agency, the most crucial step becomes matching the employees to the job. Operators who have worked with disabled employees offer the following guidelines:

□ Concentrate on disabled workers' abilities instead of falling into the trap of thinking about what they're unable to do.

□ Make sure you give the agency counselor a complete description of the job—including every task expected of the employee and the time they're expected to complete it in. The counselor will then decide whether the applicant is up to the task, and write a job description for the employer.

□ If a match seems unobtainable, try another organization. "The worst thing you can do is to force a fit that just won't work," says Don Gerald of Ralph & Kacoo's, Baton Rouge, La. "It damages the management team and the disabled employee."

Restaurants Unlimited spent hours hashing out details with its partner, Eden Express of Hayward, Calif., before hiring any workers for Horatio's, a full-service dinner house in San Francisco. Eden Express is a unique venture: The federally funded restaurant specializes in training developmentally disabled adults for all phases of restaurant work.

Warren Wolf, Restaurants Unlimited's Bay Area general manager, and Horatio's managers met with Eden Express Executive Director Bill Robbins to make sure the fit was right. "During the first meeting, I could sense the restaurant manager was very skeptical about hiring disabled workers," recalls Robbins. "He had a problem with one in the past and was worried they wouldn't be able to keep up with the busy work pace."

After a second meeting at a Restaurants Unlimited unit, Robbins discovered the perfect job for his workers—linen maintenance. He noticed that Horatio's servers are responsible for

continued on page 76

Some foodservice employers select staff members to act as job coaches for disabled workers. Someone on the inside can be paid by a rehabilitation agency to work as a coach during off hours.

DISABLED WORKERS

Federally funded job coaches train workers on site and free up employers' time and money.

continued from page 74

their own linen, and since Eden Express workers are taught how to care for linen, Robbins believed his people would fit perfectly there. Moreover, the Eden Express workers would relieve Horatio's workers of what they perceived as a tedious task.

TRAINING CAMP

The final step is making sure disabled workers are well-prepared for their new jobs. The most popular training method makes use of job coaches, who first learn the task, then work side-by-side with employees until they're comfortable with the job. Even after the coach leaves, he or she stays in touch and is available for problem solving and retraining. Job coaches save employers time and money: If the job coach is employed by a state or federal agency, federal funding pays for his or her services.

"The job coach was a big key for us," says Wolf. "We like the fact we have someone to communicate with in case we have trouble with a new crew member."

Eden Express isn't the only organization to use the coach system. The Supported Work Model of Employment, developed in the late-1970s by Dr. Paul Wehman at the Virginia Commonwealth University Rehabilitation and Research Institute in Richmond, Va., is used by rehabilitation agencies across the country to break down employer concerns and ensure strong training and development programs.

Frisch's, too, uses government-funded job coaches offered by its partnership agencies to handle on-the-job training and act as the bridge between management and disabled workers. In fact, the coach system helped Frisch's beat out General Motors as the recipient of the Ohio Department of Rehabilitation's Employer of the Year award.

Kathleen Duffy, Midwest regional manager for community employment and training initiatives for Marriott, calls the job-coach arrangement "one of the most productive available."

"We explain that process to our managers in order to coax them into taking a chance," she explains. "We tell them they have little, if anything, to lose and they'll usually agree."

For Lincolnshire (Ill.) Marriott utility worker Robert Sander, the opportunity to contribute plays a very important part in his life. Sander, 34, is developmentally disabled and has worked as a dishwasher and salad prep person for five years. "I like my job real well," says Sander. "I like the idea that I provide clean plates for customers and make sure everything else is in its proper place. I'm fast, accurate and get the job done on time."

The three Lettuce Leaf restaurants in the St. Louis area currently have about 37 disabled employees on staff. Owner Dr. William Saigh has been successfully hiring people with disabilities for more than 10 years.

OVERCOMING BARRIERS

Despite careful matching and training, plans to integrate disabled workers sometimes go wrong. Failures that do occur can be blamed on typical employer-employee problems: workers can't get to work on time, they get caught stealing or they can't follow directions.

Such setbacks should not stop employers from firing a disabled worker—not every match is perfect—nor should it inhibit managers from trying again. After all, how many non-disabled employees do you lose after a week or two?

Many other obstacles unique to the situation can be overcome with some simple adjustments. What follows are examples of real problems and how operators solved them:

Problem: Bill Robbins of Eden Express tells a story about one of his students with a learning disability who would stop dead in his tracks if he didn't have anything else to do.

Solution: After some consideration, it was decided this person would make a great cashier. He did a fine job when guests came to the register with checks, and the boss was happy because someone was always staffing the register.

Problem: At a Frisch's unit, a job coach recommended a disabled worker for a prep position. The only drawback was that the person could not stand up for hours at a time.

Solution: The restaurant got him a stool to sit on. The rehabilitation agency even picked up the cost of the stool, and to this day, the worker is chopping carrots and peeling onions at Frisch's.

Problem: A developmentally disabled worker at one of Marriott's contract sites was having trouble remembering everything that needed to be done to set up a daily buffet lunch. She didn't always get the food out on time or garnish it properly.

Solution: The woman's manager prepared a daily checklist of things to do

continued on page 78

DISABLED WORKERS

Simple accommodations overcome most of the obstacles unique to hiring disabled workers.

continued from page 76

and color photos of the food prepared properly with garnish.

Problem: At Mr. Hero in Cleveland, a developmentally disabled woman started having what seemed to be epileptic seizures. The job coach was brought in for counseling and found out the employee was faking the seizure to get more attention.

Solution: After starting to give the woman just a little extra attention, the "seizures" have stopped, according to JoAnne Ritner, Mr. Hero's director of personnel.

Problem: A developmentally disabled kitchen worker at the Radisson Plaza Hotel in Austin, Texas, started showing up late for work because he had a night job at a local blues club. Again, the first big step was to bring in his job counselor.

Solution: Since it became clear that the high-profile night job was important to the employee's self-esteem, hotel management allowed an adjustment in his schedule, despite misgivings that other employees would get upset about the special treatment. The nondisabled staff, however, understood the uniqueness of the situation.

Problem: At a Hyatt hotel, a young man with learning disabilities was having trouble tying his apron strings behind himself.

Solution: The hotel gave him a disposable plastic apron with ties in the front and a stapler, so instead of struggling with a knot, he could staple the apron ties.

THE WORKADAY WORLD

Employers of disabled workers also suggest the following tips for handling normal employee-employer situations:

Firing: Don't be skittish about releasing unsatisfactory disabled employees—allowing them to stay on board only fosters bad attitudes among the staff about the abilities of disabled workers. Ask the rehabilitation agency to help with a dismissal. As with a nondisabled employee, make sure reasons for the dismissal are well-documented.

Raises and reviews: Involve disabled workers in award and incentive programs. If the employee is unable to compete, consider setting up a special incentive program.

Workers' compensation insurance: A tough area to overcome with employers because skyrocketing rates have made this such an emotional issue. But laws in most states say insurance rates are based on accident rates, not who is employed. Furthermore, studies show well-matched disabled employees rank higher in safety performance than nondisabled workers.

Discipline: Don't be afraid to handle any performance problems head-on. Specialists advise against the use of warning notices because many disabled people have trouble comprehending them. Repeat any discussion to the job coach present so the coach can make sure the employee understands what went wrong.

Families of disabled workers: Their encouragement can do wonders for an employee's development. Invite them in for a meal and to meet with managers, and explain the complexities of the job, the skills required, skills that will be learned and potential for advancement. It helps alleviate any anxieties they might have about a job in foodservice. Also, try to link families with other families who have disabled relatives working in foodservice.

Training regular staff: It is important to train the regular staff almost as much as the disabled so they become more sensitive to the situation and familiar with the training process and expectations. Assure workers that in no way are jobs being created just to accommodate disabled workers.

Ultimately, the secret to success is the same as hiring good people, period. Some disabled employees will turn out to be gems, while others simply will not. But because of the critical nature of staffing through the next decade, operators cannot afford to sit back and wait for applicants to come through the door. They must commit to explore every possible work force, including alternatives such as the disabled, in order to maintain service standards.

And don't forget the human side. "I like my job very much," says Debbie Richards, a developmentally disabled lettuce washer at the Lettuce Leaf restaurant in St. Louis. "I want to make sure I keep my job so I can continue to live in my group home. I'm good at what I do and get faster all the time."

And Richards has a bit of advice for restaurant managers who are afraid to hire disabled workers: "Know we are just like anyone else—that is the way I feel about myself—and it is important to give us a chance." R&T

	Total placed	Employed in foodservice	% Employed in foodservice
1980	274,346	15,913	5.8%
1981	250,149	14,984	6.0
1982	212,912	13,789	6.5
1983	210,129	14,691	7.0
1984	219,432	15,352	7.0
1985	213,051	15,563	7.3
1986*	215,260	16,144	7.5
1987*	217,140	16,780	7.7
1988*	213,949	16,750	8.0
1989**	NA	17,419	8.2

*Estimate; **forecast.
Source: Rehabilitation Services Administration, U.S. Department of Education

PEOPLE WITH DISABILITIES PLACED IN FOODSERVICE

Data compiled by Rehabilitation Services Administration of the U.S. Department of Education indicates that the foodservice industry is continually increasing its status as a national leader in hiring people with disabilities.

ACTION EXPRESS

ADVERTISING INDEX

For more information on the products advertised and featured in this issue, circle the number indicated on the Reader Service Card.

Advertiser	Inquiry No.
Allen Canning (p.140-141)	43
Alto-Shaam, Inc. (p.57,58-59,60)	17,18,19,20
AMBOY Specialty Foods, a Division of Dean Foods (p.136,137)	41
American Dairy Association (p.83,84-85,86)	31
American Egg Board (p.117)	34
American Gas Association (p.101-116)	190,230-239
Atlantic Food Service, A Div. of Atlantic Cheinco Corp. (p.151)	52
Baltimore Spice (p.45)	15
Beef Industry Council (p.62-63)	62
Bell Atlantic Corp. (p.133)	39
Bil Mar Foods, Inc. (p.70-71)	26
Borden Foodservice, Inc. (p.100)	33
Buffalo China, Inc. (p.1)	1
Calavo Foods, Inc. (p.15,16-17,18)	7,8,9
California Avocado Commission (p.66-67)	25
Chef Paul Prudhomme (p.150)	47
Classified Advertising (p.153-157)	
The Clorox Co./Hidden Valley Ranch, Salad Dressing Mixes (p.82)	
COEX '91 (p.133)	
Coldwater Seafood Corp. (p.120-121)	35
Culinary Institute of America (p.148)	
Del Monte Foodservice (p.22-23)	
Ecolab, Inc. (p.64-65)	24
Farmland Foods, Inc. (p.143)	44
Foster Farms (p.133)	
General Mills, Foodservice Div. (p.73,75,77,90-91)	27,28,29,21
Grand Metropolitan Foodservice Green Giant Brand (p.98-99)	32
Heinz Co., H. J. (p.12-13)	6
Hidden Valley Ranch, Salad Dressing Mixes/The Clorox Co. (p.82)	
Hobart Corp. (p.IBC)	58
Hunt-Wesson Foodservice Div. (p.3,4-5,6)	2,3
Iceland Seafood Corp. (p.40-41,42-43)	13,14
Karp & Sons, L. (p.39)	12
Kikkoman Int'l. Inc., (p.134-135)	40
Lamb-Weston (p.32-33)	11
Larsen Co., The (p.138)	42
Las Palmas/Pet Inc., Foodservice (p.126-F,126-G-126-H,126-I)	61
McGlaughlin Oil (p.151)	48
Marzetti Company, T. (p.126-A-126-B,126-C)	60
Nabisco Brands Inc., Foodservice Div. (p.8-9)	4
National Federation of Coffee Growers of Colombia (p.BC)	59
Ocean Garden Products, Inc. (p.10)	5
Perdue Farms (p.124-125)	36
Pet, Inc., Foodservice/Las Palmas (p.126-F,126-G-126-H,126-I)	61
Pierce Foods Corp. (p.52-53,54-55)	50,51
Pilgrim's Pride (p.127)	37
Quaker Oats, F.S. Div. (p.96-97)	22,23
Quik-to-Fix/Tyson Foods, Inc. (p.36-37)	100
Rice Council of America (p.47-50)	18
Riceland Foods (p.129,130-131)	38
Rich Products Corporation (p.25-30)	64
Sequentia, Inc. (p.151)	53
Stouffers, Food Service Div. (p.79,80-81)	30
Sugar Foods Corp. (p.20-21)	10
Tennsco Corporation (p.152)	55
Tomlinson Industries (p.152)	56
Total Ultimate Foods (p.151)	49
Tyson Foods, Inc./Quik-to-Fix (p.36-37)	100
Uncle Ben's Foods (p.IFC,87)	

PRODUCT RETRIEVAL

CANNED PRODUCTS

Page 145	Inquiry No.
Mexican Sauces (Old El Paso Pet Inc. Food Service)	311
Canned Fruit (Nugget Distributors)	312
Pizza Sauce (Stanislaus Food Products Co.)	313
Yams (Allen Canning Co.)	314
Vegetables (Del Monte U.S.A.)	315

PRODUCT CATALOG

Page 144	Inquiry No.
Shrimp (Tampa Maid Inc.)	300
Pie (Sara Lee Bakery)	301
Chicken (Pierce Foods)	303
Prepared Entrees (Iceland Seafood)	304
Potato Pearls (Basic American Foods)	305
Chili (Stouffer's Foodservice)	306
Canadian Bacon (Farmland Foodservice)	307
Page 145	
Dessert Shells (Parco Foods Inc.)	308
Tabletops (Plymold Seating, div. of Foldcraft Co.)	309
Dijon Mustard (Nabisco Brands Inc.)	310
Page 146	
Menu Currents Program (Fishery Products Intl.)	333
Chili (Beatrice/Hunt-Wesson Foods)	316
Cornish Hens (Tyson Food Service)	100
Sandwich Program (Rich Products Corp.)	317
Rice (Uncle Ben's Inc.)	318
Tumblers (Cambro Mfg. Co.)	319
Dressings (Hidden Valley Ranch)	
Soft-Serve Freezer (Electro Freeze, div. of H.C. Duke & Son Inc.)	320
Page 147	
Citrus Fruit (Florida Dept. of Citrus)	328
Pastry Assortment (Peppendge Farm Foodservice)	
Barbecue Information (Durkee-French Foods)	330
Avocados (Calavo Growers of California)	331
Juice (Tropicana Product Sales)	332
Page 149	
Oriental Entrees (Pillsbury Foodservice)	321
Avocados (California Avocado Commission)	322
Salt Substitute (Sugar Foods Corporation)	323
Muffin Batter (The Quaker Oats Co.)	324
Hams (John Morrell)	325
Beef Stew (Heinz U.S.A.)	326
Dessert Recipes (National Dairy Board)	327
Page 150	
Seasoned Fries (Lamb-Weston Inc.)	360
Chocolate Syrup (Nestlé Foods)	361
Mineral Water (Shasta Beverages)	362
Beef (Bil Mar Foods Inc.)	363
Dish Dollies (Cres-Cor/Crown-X)	364
Mixes (International Multifoods Bakery Products)	365
Diet Supplement (Slim Fast)	366
Clam Sauce (Sea Watch International)	367
Easy Shucker (Nemco Inc.)	368
Shortening (Wilsey Foods Inc.)	369
Tomato Juice (Lykes Pasco)	370
Film Sealing System (Pressware International Inc.)	371
Yogurt (National Dairy Products)	372
Oven (Middleby Marshall Inc.)	373

PHOTO CREDITS

Cover: Vuksanovich Inc.

Contents: p. 2, Vuksanovich Inc.

***R&I* Report:** "Marketing," p. 24, Jeff Weinstein; "City Beat," p. 31, Jim Gebhardt.

***R&I* Exclusive:** "Exclusive Serial," p. 34, 38, 46, 51, 56, 61, Vuksanovich Inc.; p. 44, Culinary Institute of America.

Taste: "Industry Leaders," p. 88-92, 95, Ronn E. Dobbs.

Design: "Serveries," p. 118, 119, James Wilson.

Food: "Cooking Techniques," p. 122, Peter Pioppo; p. 126, California Almond Advisory Board; p. 128, Basic American Foods; p. 132, California Beef Council.

Product Know-How: "Menu Merchandising," p. 139, 142, Canned Food Information Council.

BUSINESS STAFF

Barry H. Reese, Vice President/Publishing Director; Jane Young Wallace, Vice President/Publisher; Steven D. Mayer, Director of Marketing; Catherine Erickson, Associate Director of Marketing; Corinne Zollars, Assistant to Sales/Marketing Director; M.R. Robinson, Vice President Foodservice Research; Bob Bean, Senior Research Director; Ed Christ, Circulation Director; Robert McNally, Circulation Manager.

BUSINESS OFFICES

Mark A. Strauss, National Sales Director. **Midwest:** Rose Deneen, National Sales Coordinator; Candice J. Hammett, Regional Manager; David Weil, Regional Manager; Susan Kallas, Sales Services Manager; Patricia McGowan, Recruitment/Classified Advertising Manager, Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5060. Phone: (708) 635-8800. **East Coast:** William Lazar, Regional Manager, 8 Stamford Forum, P.O. Box 10277, Stamford, CT 06904-2277. Phone: (203) 328-2547. Michael Cardello, Regional Manager and National Sales Manager/Beverage Alcohol, 249 W. 17th St., New York, NY, 10011-5301. Phone: (212) 463-6480. **Central Area:** Jerry Stiegler, Regional Manager, 1621 Euclid Ave., Cleveland, OH 44115-2186. Phone: (216) 696-1800. **Southeast:** Thomas McElhinny, Regional Manager; Larry Pullman, Regional Manager, Suite 395, 6520 Powers Ferry Rd., Atlanta, GA 30339-2911. Phone: (404) 955-6500. **West Coast:** John Barkan, Regional Manager, Room 807, 582 Market St., San Francisco, CA 94104-5311. Phone (415) 981-2594. Rebecca Roberts, Regional Manager, 18818 Teller Ave., #170, Irvine, CA 92715-1679. Phone: (714) 851-9422. **Southwest:** Thomas McElhinny, Regional Manager, 12127 Carriage Hill Dr., Houston, TX 77077-2508. Phone: (713) 497-1095. Michael Cardello, Regional Manager, Suite 515, 13740 Midway Road, Dallas, TX 75244-4314. Phone: (214) 980-0318. **Japan:** Kaoru Hara, Dynaco International Inc., Suite 1003—Sun-Palace Shinjuku, 8-12-1 Nishishinjuku Shinjuku-ku, Tokyo 160, Japan. Phone: (03) 366-8301.

REPRINTS

Reprints of RESTAURANTS & INSTITUTIONS articles are available on a custom-printing basis at reasonable prices in quantities of 500 or more. For a specific quotation, contact Andrea Marwitz, Cahners Reprint Services, Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080. Phone: (708) 635-8800.

BPA

ABC

ABP

RESTAURANTS & INSTITUTIONS, a Cahners publication
1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080 Phone: 708/635-8800

Cahners Publishing Company, A Division of Reed Publishing USA ☐ Specialized Business Magazines for Building & Construction ☐ Research ☐ Technology ☐ Electronics ☐ Computing ☐ Printing ☐ Publishing ☐ Health Care ☐ Foodservice ☐ Packaging ☐ Environmental Engineering ☐ Manufacturing ☐ Entertainment ☐ Home Furnishings ☐ and Interior Design. Specialized Consumer Magazines for Child Care ☐ Boating ☐ and Wedding Planning.

RESTAURANTS & INSTITUTIONS (ISSN 0273-5520) is published biweekly (with an additional issue in February, May, August, October and December, and two extra issues in March) in national, demographic and separate editions by the Cahners Publishing Company, a Division of Reed Publishing USA, 275 Washington St., Newton, MA 02158-1630. Terrence M. McDermott, President; Charles H. Moodhe, Senior Vice President/General Manager, Chicago Division; Jerry D. Neth, Senior Vice President/Publishing Operations; J.J. Walsh, Senior Vice President/Finance; Thomas J. Dellamaria, Senior Vice President/Production and Manufacturing; Ralph Knupp, Vice President/Human Resources. Circulation records are maintained at Cahners Publishing Company, 44 Cook St., Denver, CO 80206-5800. Phone: 303/388-4511. Second-class postage paid at Denver, CO 80206-5800 and additional mailing offices. Postmaster: Send address corrections to RESTAURANTS & INSTITUTIONS, P.O. Box 173377, Denver, CO 80217-3377. RESTAURANTS & INSTITUTIONS copyright 1990 by Reed Publishing USA; Ronald G. Segel, Chairman and Chief Executive Officer; Robert L. Krakoff, President and Chief Operating Officer; William M. Platt, Sr. Vice President. Annual subscription rates for nonqualified people: USA, 1 year $99.95, 2 years $189.95; Canada/Mexico, 1 year $139.95, 2 years $239.95; other countries surface mail, 1 year $185, 2 years $315; and air mail, 1 year $285, 2 years $515. Except for special issues where price changes are indicated, single copies of regular issues are available for $10 (USA, Canada/Mexico and foreign). Please address all subscription mail to RESTAURANTS & INSTITUTIONS, 44 Cook St., Denver, CO 80206-5800. RESTAURANTS & INSTITUTIONS has also been published as "INSTITUTIONS, Magazine of the Service World" and INSTITUTIONS/VOLUME FEEDING MANAGEMENT.